

# THE EFFECT OF CAREER DEVELOPMENT AND ORGANIZATIONAL CULTURE ON TEACHER PERFORMANCE THROUGH JOB SATISFACTION AT NATIONAL SCHOOL KEBUN SIREH PULAU PINANG

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**THE EFFECT OF CAREER DEVELOPMENT AND ORGANIZATIONAL CULTURE ON TEACHER PERFORMANCE THROUGH JOB SATISFACTION AT NATIONAL SCHOOL KEBUN SIREH PULAU PINANG**

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**ABSTRACT**

*This Human resource plays important role and the most dominant factors in organization. Employee performance can be measured by various indicators, one of which is job satisfaction. Since the implementation of integrated primary school curriculum (KBSR) and integrated secondary School curriculum (KBSM), the tasks of teacher become greater not only teach but also involve in other responsibilities. Therefore, the management of National School Kebun Sireh Pulau Pinang should give motivation and provide proper facilities in performing their duties. Thus, the productivity of teacher will be increased as well as to achieve organizational goal. This research employs descriptive approach with collected primary and secondary data in describing the effect of career development and culture organization on teacher performance through job satisfaction. The population of this research include all teacher in National School Kebun Sireh Pulau Pinang are 46 respondent. Data analysis technique use path analysis on the basis of regression coefficient. The result of this research found that career development through job satisfaction indirectly has positive influence or significance toward teacher performance. Besides that, organizational culture through job satisfaction indirectly also has positive influence or significance toward teacher performance. Suggestion of this research is management of National School Kebun Sireh Pulau Pinang should enhance the performance of teacher through enhancing in job satisfaction and organizational culture.*

**KEYWORDS:** Career Development, Organizational Culture, Performance, Job Satisfaction, Path Analysis

**1. INTRODUCTION**

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National School Kebun Sireh Pulau Pinang is founded by neighborhood community enterprises with the name Sekolah Rakyat (SR). Historically, National School Kebun Sireh had its own experienced by winning several competition on science and extracurricular such as PIBG National representing Pulau Pinang in 2011 and took the second place for PIBG local (Pulau Pinang) in the same year. In achieving that success, not only caused by the students who worked so hard but also supported by the teacher in that school who attempted persistently.

In recent years, the roles of teachers not only teach a student but also involved in other responsibilities and extra work which is not related to teaching activity. Since the implementation of integrated primary school curriculum (KBSR) and integrated secondary school curriculum (KBSM), the teachers are certainly involved with the works aside teaching such as: creating teaching aids, attending workshops and conduct a number of adjustments in teaching methods used (Nor Azizah and Noraini, 1984; in Syed Mohamed Shafiq, 1997). Therefore, the increasing of the teachers' work load will influence their job satisfaction, while the job satisfaction becomes a crucial matter in supporting their performance in teaching-learning process in order to create good performance of teacher individually or organization.

The job satisfaction is one of the most important factors to obtain optimal work. If an individual satisfied in working, certainly they will attempt as maximal as possible to settle their job (Johan, 2002), in that occasion, the employee productivity and work result will increase optimally.

The career development also plays an important role in supporting individual satisfaction in doing a job in an organization. According to Hasibuan (2003) employee satisfaction can be measured by five aspect are; the job itself, supervision quality, promotion, motivation, and career development. The career development is not only employee responsible but also part of organization responsibility. If the career development planning in an organization is blur and certain people frequently get promotion not based on their performance, so, the employee motivation will be faded and work achievement will also decrease, it makes the employee unmotivated and apathetic and irresponsible towards their job.

The organization culture is reflected in form of hard working and full of responsibility and engaging high commitment on the work result and quality. The work productivity in an organization is highly

influenced by work patterns and mechanism. The more effective and efficient of work implementation in an organization, the more potential to achieve high productivity and performance.

To achieve National School Kebun Sireh Pulau Pinang vision is to become brilliant National School approaching 2015, various responsibility are provided to the teachers and this cause anxiety on the side of school management in **care** of satisfactory and teachers performance. Therefore, this study focuses on deeper analyzing on how the **career development and organization culture** influence **on teachers performance** through job satisfaction at National School Kebun Sireh Pulau Pinang.

## 2. LITERATURE REVIEW

### 2.1. Performance

The performance is the result of work performed with expected value. The work result is a target should be achieved by an organization in order to achieve the goal. According to Raymond A. Noe et al (2010) the performance is a process where the manager ensures that the employee activities and the result are equal to organization targets.

Based on definition above, it can be acknowledged that the performance feedback allow the employee to know how good they work compare to the organization standards. If the job evaluation is implemented correctly, the employee, supervisor, human resources department and ultimately the organization will be profitable in ensuring the individual attempts give contribution to the organization focus strategic (Muda et al, 2014). There are several things in determining performance standard should be done by management, as follows:

1. Refer back to the output level of previous period
2. Evaluate the accuracy of existing performance standard
3. Determine the performance benchmark for goal setting
4. Evaluate the design work factors that influence performance standard

Based on evaluation of human resource performance in Mangkunegara (2007) state the aspects of performance are:

1. Work Quality
2. Honesty employee
3. Initiatives
4. Attendance
5. Attitude
6. Cooperation
7. Reliability
8. Knowledge Job
9. Responsibility
10. Utilization of work time

With the kind of measurement, it is expected that a qualified job target will be achieved. This achievement cannot only be conducted by the employee. But it needs a leader to direct the employee in executing the job. Furthermore, the works of employee also need to be evaluated in order to obtain a desired result.

### 2.2. Job Satisfaction

One of the important elements in an organization is **human resource**. The organization can be said succeed if they can ensure the employee welfare including in Job satisfaction. The job satisfaction has been closely related with many organizational phenomena such as motivation, performance, leadership, attitude, conflict, moral etc. Researchers have attempted to identify the various components of job satisfaction, measure the relative importance of each component of job satisfaction and examine what effects these components have on employees' productivity (Parvin & Kabir 2011).

Neog and Barua (2014) examine the factors influence the job satisfaction of employee are:

1. Compensation
2. Work environment
3. Supervisor support
4. Job Security

Job satisfaction is an end stated or condition resulting from the achievement of certain objective, as expected earlier. Many factors need to be highlighted in analyzing individual job satisfaction, one of which is a particular individual's work characteristic. Several studies has proved that if in their job the employee has an autonomy to take an act, varied, takes an important role of organization successfulness and the employees get the feedback of the job they have done, the satisfaction will be achieved by the employees. To be more precisely, the job satisfaction will be achieved if an analysis of job satisfaction is associated with job

performance, absenteeism, desire to move, the age of employment, level of position and size of the organization (Laddha et al, 2012). Job satisfaction issues relating to a person's perception of each individual. An Individual can be said satisfied if he or she has a sense of satisfaction to work and fulfill their needs.

According to Tohardi (2002) the factors that can lead to job satisfaction are:

1. Factor relationship between the employees:
  - a. The relationship between the manager and the employee,
  - b. Physical factors and working conditions,
  - c. Social relations among employees,
  - d. The suggestion of a colleague,
  - e. Emotions and work situations.
2. Individual factors, which relate to:
  - a. People's attitude to work,
  - b. Age people at work,
  - c. Gender.
3. External factors relate to:
  - a. Family circumstances of employees,
  - b. Recreation,
  - c. Education

### 2.3. Career Development

Career is a possibility to every employee in order to obtain a particular position, promotions, opportunities to enroll for education and training and the replacement or assignment transfer. Career is also an employee work process in an organization, or a process of someone started since he was accepted as a new employee until ends at the time he no longer works in that organization. In other words, career is a sequence of promotion that is more demanding higher responsibility for employee during he work in an organization.

According to Komalasari (2010) mentioned that career development is influenced by several factors, namely:

- a. Work description: breadth of knowledge about task and skills in accordance with their duties and functions;
- b. Work specifications: expertise in a particular field with ideas that arise and actions to solve it;
- c. Promotions: employees can be promoted in the development of internal skills to meet the open position due to its achievements; there are employees who are retired, transferred and others;
- d. Socialization: the willingness to cooperate with others or society as a public service, good relationships among employees and with their leader;
- e. Appropriateness between the ranks with positions: the organization must carefully determine the workload, the work requirements and the grouping of basic work (natural cluster) must be adjusted in career development;
- f. Communication: employees can openly resolve the problems that arise, both actual and intellectually.

The purpose of career development is to improve the effectiveness of work implementation by employees, besides it will give high ex<sup>17</sup> station and motivation so it is able to give the best contribution in realizing the company's organization. The starting point of career development starts from the employees themselves, each person should be responsible for the development or career advancement. (Carolyn & Susan, 2014).

### 2.4. Organizational Culture

Organizational culture is a philosophy based on a view of life as values that becomes habits and also stimulus of the cultivated things in a group and be reflected in the attitudes of behavior, ideals, ideas, opinions and actions manifested as work.

Productivity is a form of result achieved by the employee on implementation of activity which based on work quality and quantity. According Anoraga (2005), it is influenced by several factors are:

1. A good employment and allowance.
2. Security and work protection.
3. Internalization on intent and meaning of the work.
4. A good environment or working atmosphere,
5. Promotions.
6. The involvement of individuals in the organization.
7. Sympathy attitudes towards personal matters of subordinates.
8. Loyalty leaders against employees,



9. A hard work disciplines.

The research was conducted by Alharbi and Alyahya (2013) found that the strong culture of an organization based upon managers and leaders help in improving level of performance. Variable organizational cultures which involve are:

1. Power distance: It is defined as degree of employee and management behavior that have been based upon perfect relationship between formal and informal set of planning action.
2. Individualism: In this dimension difference between organization interest and self interest have perfectly been matched.
3. Uncertainty avoidance: The uncertainty and ambiguity based upon tolerance helps in mitigating willingness of people.
4. Masculinity: It comes in avoidance of caring and promotion rather than level of success based upon challenges, insolence and ambition.

## 2.5. Conceptual Framework

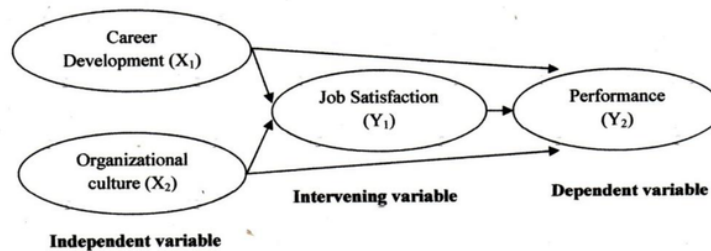


Figure 1 Conceptual Framework

- H1 : Career development influence on teacher performance at National School Kebun Sireh Pulau Pinang
- H2 : Career Development influence on teacher performance trough job satisfaction at National School Kebun Sireh Pulau Pinang
- H3 : Organizational culture influence on teacher performance at National School Kebun Sireh Pulau Pinang
- H4 : Organizational culture influence on teacher performance at National School Kebun Sireh Pulau Pinang
- H5 : Job Satisfaction influence on teacher performance at National School Pulau Pinang

## 3. METHODOLOGY

This research conducted at National School Kebun Sireh Pulau Pinang, Malaysia. The design of this research employs descriptive research. Descriptive research is the study of problem society as well as the procedure that apply in the community and specific situation, including on relation activities, attitudes, views, ongoing processes and the effect of phenomenon (Nazir: 2009). The populations in this research are all teacher at National School Pulau Pinang with total 46 respondents. Based on the number of population that allows it to be taken as whole as a sample (census sample).

Data analysis technique of this research use validity and reliability test for the whole question item in research questionnaire. Thus, this research conducting hypothesis tests for direct and indirect influence between dependent and independent variable.

## 4. RESULT

### 4.1. Validity and Reliability Test

Table 1. The Result of Validity and Reliability Test

Variable	Reliability (Cronbach's Alpha)	Indicators	Corrected item total correlation
Career Development	0,805	X1.1	0,694
		X1.2	0,420

Organizational Culture Sources : Processed Data	0,748	X1.3	0,586
		X1.4	0,339
		X1.5	0,425
		X1.6	0,482
		X1.7	0,411
		X1.8	0,623
		X1.9	0,505
		X2.1	0,518
		X2.2	0,486
Job Satisfaction	0,701	X2.3	0,457
		X2.4	0,376
		X2.5	0,436
		X2.6	0,531
		X2.7	0,307
		X2.8	0,401
		X2.9	0,330
		Y1.1	0,547
		Y1.2	0,439
Performance	0,841	Y1.3	0,376
		Y1.4	0,456
		Y1.5	0,390
		Y1.6	0,386
		Y2.1	0,618
		Y2.2	0,463
		Y2.3	0,463
		Y2.4	0,462
		Y2.5	0,584
		Y2.6	0,490
		Y2.7	0,680
		Y2.8	0,544
		Y2.9	0,513
		Y2.10	0,539

Source : Primary Data Processed

3 Based on the table above, it can be seen that the instrument validity test for all question is valid because corrected item total correlation value is higher than 0.3. Similarly, reliability test for all variables in this research has Cronbach's Alpha value higher than 0.6, its mean the entire instrument from variable of career development, organizational culture, job satisfaction and performance is reliable.

#### 4.2. Structural Model

**Tabel 2. The Significance Test Result for Direct Effect**

Direct Effect	Path Coefficient	t <sub>statistic</sub>	Sig.	Conclusion
X1 to Y1	0.082	2.622	0.037	Significance
X2 to Y1	0.325	2.452	0.017	Significance
X1 to Y2	0.440	4.383	0.000	Significance
X2 to Y2	0.216	2.058	0.044	Significance
Y1 to Y2	0.308	3.105	0.003	Significance

Source : Primary Data Processed

Based on the table above, it can be concluded several thing as follows:

- Career development has positive influence on job satisfaction. It is proved by path coefficient value is 0.082 and t-statistic value is 2.622. t-statistic value is higher than CR value (2.622>1.96) which mean that H0 is rejected or career development (X1) significantly influence on job satisfaction (Y1) at 0.082 indicating the higher value of career development will lead the higher value of job satisfaction.

- b. Organizational culture has positive influence on job satisfaction. It is proved by path coefficient value is 0.325 and t-statistic value is 2.452. t-statistic value is higher than CR value (2.452>1.96) which mean that H0 is rejected or organizational culture (X2) significantly influence on job satisfaction (Y1) at 0.325 indicating the higher value of organizational culture will lead the higher value of job satisfaction.
- c. Career development has positive influence on performance. it is proved by path coefficient value is 0.440 and t-statistic value is 4.383. t-statistic value is higher than CR value (4.383>1.96) which mean that H0 is rejected or career development (X1) significantly influence on performance (Y2) at 0.440 indicating the higher value of career development will lead the higher value of performance.
- d. Organizational culture has positive influence on performance. it is proved by path coefficient value is 0.216 and t-statistic value is 2.058. t-statistic value is higher than CR value (2.058>1.96) which mean that H0 is rejected or organizational culture (X2) significantly influence on performance (Y2) at 0.216 indicating the higher value of organizational culture will lead the higher value of performance.
- e. Job satisfaction has positive influence on performance. it is proved by path coefficient value is 0.308 and t-statistic value is 3.105. t-statistic value is higher than CR value (3.105>1.96) which mean H0 is rejected or job satisfaction (Y1) significantly influence on performance (Y2) at 0.308 indicating the higher value of organizational culture will lead the higher value of performance.

**Table 3. The Significant Test Result for Indirect Effect**

Indirect Effect	counting	result	z-value	Conclusion
X1 to Y2 through Y1	0,082 x 0.308	0.025	2,69	Significance
X2 to Y2 trough Y1	0,325 x 0.308	0.100	2,93	Significance

Source : Primary Data Processed

Based on the table above, it can be concluded that the effect of career development (X1) on performance (Y2) through job satisfaction (Y1) is 0.025 (significance). Similarly, the effect of organizational culture (X2) on performance (Y2) through job satisfaction (Y1) is 0.100 (significance).

#### 4.3. Goodness of Fit

Based on the calculation using SPSS data processing program can be seen that the value of determination coefficient (*adjusted R<sup>2</sup>*) is 0.832. Its mean that 83.2% factor is explained by path model and remaining 17.8% is influenced by others factor.

#### 5. DISCUSSION

Based on the testing above, it can be concluded that career development through job satisfaction have positive influence indirectly on teacher performance at National School Kebun Sireh Pulau Pinang. The research align with Umer (2011), when organization provide opportunities for growth and development such as training and appreciations for the work done then employees are more satisfied with their jobs. This result also supports with Caroline & Susan (2014) mentioned that career advancement had a positive impact on employee performance in the public university in Kenya. Therefore, if employees feel satisfaction in their job, it will enhance their performance.

Meanwhile the organizational culture through job satisfaction has positive influence and significance indirectly on teacher performance at National School Kebun Sireh Pulau Pinang. A strong organizational culture will create high job satisfaction and high performance, conversely, the weak of organizational culture will create low job satisfaction and low performance. This research align with Habib et al (2014) mentioned that organizational culture has strong and deep impact on the performance of the employees, that help employees to be satisfied themselves with organization and that cause to improve in the productivity of employee's.

#### 6. CONCLUSION

This result of this research found that there is a significant relationship between organizational culture and career development on teachers' performance through job satisfaction at National School Kebun Sireh Pulau Pinang. Career development should be improved by school management through enhancing the academic background of teachers in education, teaching experience, and training.

The improvement of career development will increase the job satisfaction of teacher, thus enhancing the teacher performance and produce a good quality of student. Similarly, the organizational culture of school such as a pattern of good communication, management support, initiative, tolerance, provision of rewards system and control management will influence on teacher performance through job satisfaction.

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